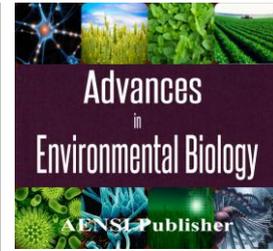




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Studying the Relationship between Job Satisfaction and Organizational Commitment of Employees with customer relationship Management (CRM) (Case study: Saveh Pars Tire Company)

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ABSTRACT

Purpose: present paper aims at studying and recognizing the impact of employees' job satisfaction and organizational commitment aspects on CRM in Saveh Pars Tire Company. Methodology: present study is an applied descriptive survey type in terms of aim executed as a field study. Structural equation modeling is used to test research hypotheses. Findings: research findings indicate that job satisfaction and organizational commitment impact on CRM positively and significantly. Limitations: this research is only conducted in Saveh Pars Tire Company. Likewise, the number of men is too higher than women so it can be less extended toward women. Scientific applications: concerning research findings and the positive impact by job satisfaction and organizational commitment on CRM, managers can improve job satisfaction and organizational commitment in order to improve CRM. Innovation and invention: studying the impact of two organizational behavior variables on CRM.

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INTRODUCTION

In organizational behavior and management fields, job commitment and satisfaction are repeatedly studied in different ways [1]. As a result, the impacts of job satisfaction are extremely with regard to organizational commitment. Although they are studied repeatedly, the results are contradictorily. In scientific texts, there are strong evidences that job satisfaction is proper predictor for organizational commitment. According to Vandenberg R.J. Lance C. E. [29], there is a cause and effect association between them. Mowday [19] asserts that there is apposite correlation between job satisfaction and organizational commitment. For the first time, Thorndike studied the relationship between job satisfaction and work [16]. However, authors still emphasize that these variables need more investigations. According to conducted researches, job performance of employees who are more satisfied their job is higher than employees with lower job satisfaction [14].

Today, organizations are observing rapid and unpredictable changes in their environment. Global increasingly competition, IT expansion and changes in demographic traits of manpower and customers are the hearts of such changes [4,5]. Under such circumstances, manager have no opportunity to control employees and they should spend most their time on identifying both internal and external environment and assign other daily tasks to employees. Hence, the most important competitive source of today organizations is committed, motivated and conscious employees [6]. In such environment, organization's relations to market are vital and marketing guidelines are tended toward more interactions [13] and have shaped CRM as an applied area. Today, organizations know that keeping current customers is more profitable than attracting new ones. Such long terms relations are mostly developed by customer's knowledge and CRM. It is based on organizational capabilities in interacting, attracting and building personal relations to customers as well as organizational capabilities in increasing organizational knowledge about customers [30]. Disrespecting CRM critical concepts which should be executed in the company cause that in a competitive market, customers could not achieve a pleased experience on association with company and tend to other companies with better services. Overall, researches indicate that the costs of attracting new customers are five times more than keeping or managing existing ones

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[31]. It means that organizations should recognize customers rather than distinguishing products and they should change from emphasis on market share on customer share. According 80/20 law, 20% of customers are involved in 80% of sales which indicate the necessity to establish long terms relations to profitable customers in order to achieve the maximum profit [2].

By achieving a proper recognition on the impact by job satisfaction on organizational commitment as well as the impact of both variables on CRM, managers can take better measures to develop and improve CRM in their organization. Hence, the aim of present study is to achieve such recognition through an empirical test on the impact of job satisfaction and organizational commitment on CRM and to answer such questions: does job satisfaction relate to CRM? Does job satisfaction relate organizational commitment through CRM? Does job satisfaction relate organizational commitment? Does organizational commitment relate to CRM? To answer these questions, we study the relations between job satisfaction, organizational commitment and CRM in terms of relevant literature and conceptual model.

Theoretical basics:

Job satisfaction:

Job satisfaction is one of the main indicators to measure behavior in an organization [23]. A study indicated that people with high job satisfaction show more attempts than people with lower job satisfaction [15]. A study by David Siruta [10] within seven years (1998 – 2005) in big and small entities – by studying over 100,000 employees – showed that job satisfaction increase their enthusiasm toward effective actions and brings organizational success 15 times more. Concerning job satisfaction, one can say that job satisfaction is positive feeling of job holder to his/her job [11]. Job satisfaction is an extent of positive occupational feelings and attitudes by people toward their jobs [7]. Job satisfaction involves individuals' occupational different assessments and expectations [25]. Lock [17] defines job satisfaction as desired mental feelings from an individual's assessments on his/her job and job experiences. Spector [26] believes that job satisfaction is individuals' feeling on their job or its various aspects. Studying job satisfaction matters in two ways: first, from human aspect, it merits to treat employees fairly and respectfully. Second, in behavioral aspect, paying attention to job satisfaction can conduct employees' behavior in a manner that impacts on their functions and tasks and lead into their positive or negative behaviors [26]

Organizational commitment:

Another effective process in organizational efficiency is employees' commitment which can lead into more efforts and stronger tendency to retain the organization [21]. Organizational commitment refers to people's interest into organization and their recognition which would cause that they do not leave the organization [12]. Organizational commitment includes relative power of people through their attendance in as special organization. This definition includes three concepts: strong belief in accepting organizational aims, paramount enthusiasm to remarkable effort in organization and tendency to continue membership in the organization [28,21]. Meyer and Allen divided organizational commitment affectionate commitment, continuance commitment and normality commitment. Affectionate commitment is a commitment to value organization through which employees share organizational life. Those employees with good continuance commitment would stay in the organization since they need it normality commitment includes feelings of people on the necessity to stay in the organization. People with strong normality commitment would stay in the organization since they feel that it is ethical [28]. Identifying and recognizing behaviors and creating a proper ambience to provide services will become better and, consequently, customers will be more satisfied and organizational/individual effectiveness will be increased [8].

Customer relationship management (CRM):

CRM is paid attention by many academic authors and incumbents in marketing and information systems. Although CRM is a relatively new concept, it is hoped to be increasingly paid attention in near future. There is no consensus among authors of CRM definition. The reason is its different definitions by people based on their educational background and their conception on CRM.

Armstrong defines CRM as a "general process to build and retain a relationship with profitable customers through providing them with more value and attracting their more satisfaction." Day and Van Den Bulte define CRM as a mutual process to achieve a constant relation to customers in all contact points and a special behavior with the most valuable customers in order to keep the customers and the effectiveness of marketing plans. CRM points out all business activities on starting, creating, keeping and developing long term relations in transactions. CRM is a set of tools and methods which helps a company to manage customer relations in an organized manner. Linoff believes that the aims of CRM are to retain customers which cooperate with company and recalls it as a process. Today, marketing managers have recognized that CRM focuses on building long term and sustainable relations to customer which generates value for both sides namely customer and firm. CRM is more than a simple technology; in fact, it is a leadership process [20].

Concerning the theoretical basics and research variables, below hypotheses are determined:

Main hypothesis:

Job satisfaction impacts on CRM both directly and indirectly (through organizational commitment).

Minor hypotheses:

1. Employees' job satisfaction is in desired level.
2. Employees' organizational commitment is in desired level.
3. Job satisfaction impacts on organizational development positively and directly.
4. Job satisfaction impacts on CRM positively and directly.
5. Organizational commitment impacts on CRM positively and directly.

Research conceptual model:

In present study, need recognition, mutual understanding, customer orientation, loyalty and customer complaint are considered as different aspects of CRM. On the other hand, organizational commitment model devised by Myer and Allen which involves affectionate, continuance and normality commitment aspects are used to clarify organizational commitment. Ultimately, JDI model is used as a proper indicator to measure and assess job satisfaction. By combining all three variables, research conceptual model is drawn in figure 1.

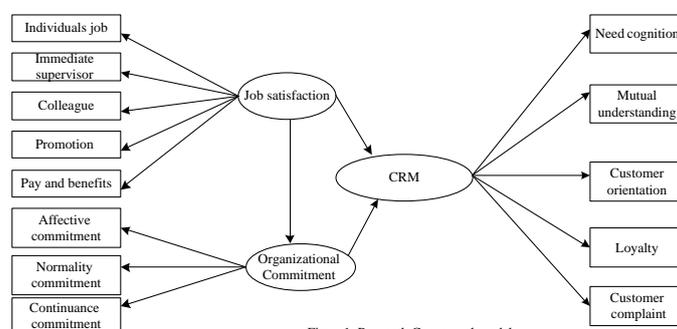


Figure 1: Research Conceptual model

Methodology:

In terms of purpose, this is an applied study while it is a qualitative descriptive survey in terms of data types. Questionnaire is the method to collect data. Data analysis was done by path analysis concerning the causal of relations among variables through structural equation modeling and SMART PLS software package. By using Kokaran equation, sample size was determined 357 of whom 341 and 16 were male and female respectively in 5% of error level and 8% of estimate precision ($p = 0.5$). Extracted variance, Chronbach's alpha value and composite reliability values are used to measure reliability and validity of the model. The mean extracted variance on convergent validity and two next variables are on reliability of the model. As seen in table 1, all average and extracted values are greater than 0.5. Therefore, the model enjoys proper convergence.

Table 1: achieved values to assess model reliability and validity.

Chronbach's alpha	Determination value	Composite reliability	Extracted variance	
0.791446	0.758279	0.854256	0.548995	CRM
0.775490	0.791841	0.869914	0.690833	Organizational commitment
0.832189		0.880488	0.597273	Job satisfaction

Testing research hypotheses:

Path values and determination values are used to measure structural model. In models where endogenous latent variable relates one or two exogenous latent variable, determinate value as 0.32 is sufficient. Likewise, the software considers 0.05 alpha value ≤ 0.05 and t statistic > 1.96 as significant (Chin, 1998). T statistic values for main variables and its indicators are rendered in figure 3. Concerning figure 3, one can conclude that t statistic is significant for all variables and their aspects.

Model fitness:

Fitness indicators show the properness of measurement model. Average Variance Extracted (AVE), Chronbach's alpha values and Composite Reliability (CR) are shown in table 1. To investigate the validity of the model, cross-validity is used which includes CV-communality and CV-Redundancy. Cross - validity measures the measurement quality of each block. Redundancy indicator which is also called Q2 measures the

structural quality of each endogenous block. Positive values indicate proper and plausible quality of measurement and structural model. Table 2 indicates the values of latent variables. As seen, indicators are positive and greater than 0.

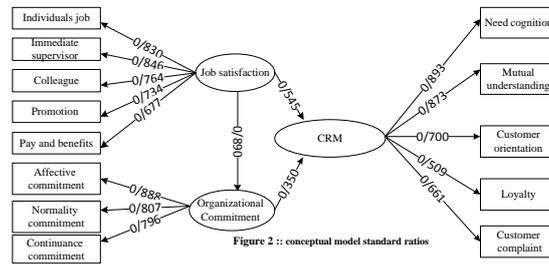
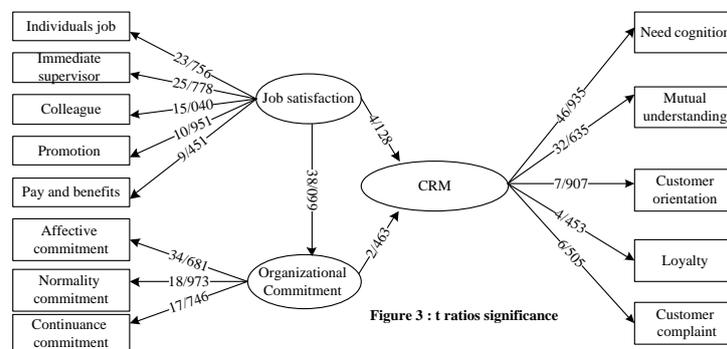


Table 2: cross – validity and redundancy indicators.

CV Red	CV Com	Variable
0.298563	0.548994	CRM
0.215487	0.690883	Organizational commitment
0.357476	0.597272	Job satisfaction



- 1st sub-hypothesis: employees’ job satisfaction is in desired level:

Concerning the results from the sample and one – sample T test (table 3), it is observed that P-Value or Sig is 0.001 and smaller than $\alpha = 0.05$. Therefore, null hypothesis which reads that employees’ job satisfaction in Pars Tire Company is greater than 3 and in desired level is not supported and H1 is supported. On the other hand, the difference between two figures in the cell on 95% as confidence level is negative in both higher and lower levels. Thus, one can conclude that the average of the first variable (studied population) is smaller than the average of the second variable (fixed value) which rejects H_0 and supports H_1 .

Table 3: results form one – sample T – Test.

Concept	Test value = 3						
	T	df	sig	Average	Average difference	95% as confidence level	
						Lower level	Higher level
Job satisfaction	-3.435	356	0.001	2.8166	-0.18339	-0.2885	-0.0783

- 2nd sub-hypothesis: employees’ organizational development is in desired level:

Concerning the results from the sample and one – sample T test (table 4), it is observed that P-Value or Sig is 0.110 and greater than $\alpha = 0.05$. Therefore, null hypothesis which reads that employees’ organizational commitment in Pars Tire Company is greater than 3 and in desired level is supported. On the other hand, the difference between two figures in the cell on 95% as confidence level is positive in both higher and lower levels. Thus, one can conclude that the average of the first variable (studied population) is greater than the average of the second variable (fixed value) which supports H_0 .

Table 4: results form one – sample T – Test.

Concept	Test value = 3						
	T	df	sig	Average	Average difference	95% as confidence level	
						Lower level	Higher level
Organizational commitment	2.610	356	0.110	3.3277	0.3277	0.4988	3.5565

3rd sub-hypothesis: job satisfaction impacts on organizational commitment:

Figure 2 indicates that in Pars Tire Company, job satisfaction and organizational commitment are related directly and significantly in confidence level of 95%. The achieved determination ratio is 0.791841 for organizational commitment (table 1). It shows that 79.1841 percent of changes in organizational commitment depend on job satisfaction and only 21% relate to other factors. Computed T-Value statistic also shows the significance of this ratio. Therefore, this hypothesis is supported.

- *4th sub-hypothesis: job satisfaction impacts on CRM:*

Figure 2 indicates that in Pars Tire Company, job satisfaction and CRM are related directly and significantly in confidence level of 95%. The achieved determination ratio is 0.758297 for CRM (table 1). It shows that 75.8297 percent of changes in CRM depend on job satisfaction and only 24% relate to other factors. Computed T-Value statistic also shows the significance of this ratio. Path ratio between job satisfaction and CRM is 0.545 and indicates that job satisfaction impacts on CRM directly and positively. Therefore, this hypothesis is supported.

- *5th sub-hypothesis: organizational commitment impacts on CRM:*

Figure 2 indicates that in Pars Tire Company, organizational commitment and CRM are related directly and significantly in confidence level of 95%. The achieved determination ratio is 0.758297 for CRM (table 1). It shows that 75.8297 percent of changes in CRM depend on job satisfaction and only 24% relate to other factors. Computed T-Value statistic also shows the significance of this ratio (figure 3). Path ratio between job satisfaction and CRM is 0.350 and indicates that organizational commitment impacts on CRM directly and positively. Therefore, this hypothesis is supported.

- *Main hypothesis: job satisfactions impacts on CRM directly and indirectly (through organizational commitment):*

The achieved determination ratio is 0.758297 for CRM (table 1). It shows that 75.8297 percent of changes in CRM depend on job satisfaction and organizational commitment and only 24% relate to other factors. Computed T-Value statistic also shows the significance of this ratio (figure 3).

We used table 5 to investigate the direct and indirect impacts by job satisfaction on CRM.

Table 5: direct and indirect impacts by job satisfaction on CRM.

Effect extent based on path ratio	Path	Type of effect
0.545	CRM ← job satisfaction	Direct effect
$(0.890) * (-0.350) = 0.3115$	CRM ← organizational commitment ← job satisfaction	Indirect effect
0.8565		Total

Discussion and conclusion:

By studying the results from path analysis on main hypothesis, it is supported by confidence level of 95%. It means that job satisfaction associates CRM directly and job satisfaction impacts on CRM indirectly through organizational development. As seen in figure 2, path ratio is 0.545 for both job satisfaction and organizational commitment. Since P-Value is smaller than significance level (0.5), the significance level is in turn greater than 1.96 (figure 3). Therefore, one can conclude that path ratio is significant in 0.05 errors, that is, job satisfaction impacts on CRM significantly. On the other hand, due to impact of job satisfaction on CRM through organizational commitment, one can conclude that since path ratio is significant and positive, on the association between job satisfaction and organizational commitment as well as organizational commitment and CRM, then main hypothesis is supported. By studying the results from one – sample T-Test, the average of job satisfaction is 2.8166 on different aspects of job satisfaction which shows low level of satisfaction. Therefore, this hypothesis is rejected in confidence level of 95%. One can conclude that employees' job satisfaction in Saveh Pars Tire Company is lower than medium level and their satisfaction level is not desired. Since both higher and lower level are negative, employees' satisfaction level in this company tends toward low satisfaction. Therefore, this hypothesis is rejected in confidence level as 95%. By studying the results from one – sample T-Test, the average of organizational commitment is 3.3277 on different aspects of organizational commitment which shows good level of organizational commitment. Therefore, this hypothesis is supported in confidence level of 95%. One can conclude that employees' organizational commitment in Saveh Pars Tire Company is higher than medium level and their satisfaction level is desired. Since both higher and lower levels are positive, employees' organizational commitment in this company tends toward good organizational commitment. Therefore, this hypothesis is supported in confidence level as 95%. As seen, there is a significant association between employees' job satisfaction and organizational commitment in Saveh Pars Tire Company in confidence level of 95% and this hypothesis is supported. As seen in figure 2, path ratio is 0.890 for job satisfaction and organizational commitment variables. Since P-Value is smaller than significance level (0.5), the significance level is in turn greater than 1.96 (figure 3). Therefore, one can conclude that this path ratio is significant in error

level of 0.05. It means that job satisfaction impacts on organizational commitment significantly. Therefore, this hypothesis is supported in confidence level as 95%. Based on the results, there is a significant association between employees' job satisfaction and CRM in Saveh Pars Tire Company in confidence level of 95%. Therefore, one can conclude that job satisfaction impacts on CRM directly and positively. As seen in figure 2, path ratio is 0.545 for job satisfaction and CRM variables. Since P-Value is smaller than significance level (0.5), the significance level is in turn greater than 1.96 (figure 3). Therefore, one can conclude that this path ratio is significant in error level of 0.05. It means that job satisfaction impacts on CRM significantly. Therefore, this hypothesis is supported in confidence level as 95%. Based on the results, there is a significant association between employees' organizational commitment and CRM in Saveh Pars Tire Company in confidence level of 95%. Therefore, one can conclude that organizational commitment impacts on CRM directly and positively. As seen in figure 2, path ratio is 0.350 for organizational commitment and CRM variables. Since P-Value is smaller than significance level (0.5), the significance level is in turn greater than 1.96 (figure 3). Therefore, one can conclude that this path ratio is significant in error level of 0.05. It means that job organizational commitment on CRM significantly. Therefore, this hypothesis is supported in confidence level as 95%.

Recommendations:

1. Concerning the results from H1, since employees' job satisfaction in Pars Tire Company is lower than average, it is recommended to consider different aspects of job satisfaction which impact on job satisfaction in order to improve employees' job satisfaction. Since among five aspects of employees' job satisfaction, the most important ones include immediate supervisor, individual's job, colleagues, promotion and pay and benefits respectively, managers should pay their most attention to these five aspects and their priorities.
2. Concerning the results from H2, since employees' organizational commitment is greater than average and moves toward high commitment, it is necessary that managers pay attention to this variable more than before and pave the ground for its more promotion. Since among three aspects of employees' job satisfaction, affectionate commitment, normality commitment and continuance commitment have the highest impacts on employees' job satisfaction respectively, therefore the manager should give priority to affectionate commitment followed by normality commitment and then continuance commitment to promote organizational commitment level.
3. Concerning the results from H3, it is seen that job satisfaction impacts on organizational commitment. Therefore, it is recommended to pay attention to job satisfaction and its aspects in addition to triple aspects of organizational commitment in order to improve organizational commitment through promoting employees' job satisfaction aspects.
4. Concerning the results from H4, it is seen that job satisfaction impacts directly on CRM. To improve CRM, one can take a positive step to improve employees' job satisfaction in order to enhance and improve CRM.
5. Concerning the results from H5, since organizational commitment impacts directly on CRM, one can take a positive step to improve employees' organizational commitment in order to enhance and improve CRM.
6. Since there is no difference between different demographic variables in this research, it is recommended to execute various programs irrespective of the impacts of such variables.

Research limitations:

1. As mentioned in previous sections, only a few women (16) filled the relevant questionnaires. Thus, the findings of this research cannot be extended to women community.
2. Present study is conducted in one manufacturing company and service organizations are not covered. Therefore, it can be extended to service section.

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